



Our Mission: To Promote and Apply Quality Principles in London and Region through Leadership, Networking and Learning Opportunities .

London Section 403 News—October 2009

A Message from your Chair

By Steven Britton

In the last few years, ASQ in Milwaukee has been working on bringing better service and value to its members. For example, they know it is frustrating to call any business and not get a live voice. Then you have to go through all sorts of touch tone options. In Milwaukee, they strive to answer the phone in three rings by a live voice and are effectively trained to direct your inquiry to the appropriate person. I called last spring and was quickly connected to right Community Representative that helped with the information I needed to register with the World Conference, including Leadership Training.

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Points to Ponder

"People demand freedom of speech to make up for the freedom of thought which they avoid."

Soren Aabye Kierkegaard (1813-1855)

"A lie gets halfway around the world before the truth has a chance to get its pants on."

Sir Winston Churchill (1874-1965)

ASQ wanted input from its member units, and in 2005, ASQ in Milwaukee launched the first "Ideas to Action Gatherings" where a representative from each section and division got together in Milwaukee. The Gathering recommended a set of ideas on how to improve the organization, focusing on training & education, and communication with members. They also addressed accessibility to the Body of Knowledge, including giving knowledge away. Many recommendations are coming into effect today.

In 2007, there was the second meeting of "Ideas to Action Gatherings" in Milwaukee. Recommendations included making ASQ.org more user friendly, developing leadership training to add communication and presentation skills, simplifying quality kits for new members, and developing high profile spokespeople for the economic case for quality. I have invited one of these persons to come down from Milwaukee next year to talk about The Future of Quality at one of our regular meetings. This September and October, the third "Ideas to Action Gatherings" was held in Milwaukee and will also be in Denver. These sessions are attended by either Membership Chairs or Section Chairs. I attended this session, focusing on how to retain members more effectively. Over the years, ASQ has been bringing in lots of new members, but loses an even larger number.

Recommendations include better mentoring programs at section levels, and using new communication tools to reach out to younger members. Using tools like Facebook, Twitter, and LinkedIn would create a place where discussions groups can exchange ideas. As a member, what programs would you like our Section to use? Please talk to our executive about what would you like to see .

Steve Britton,
ASQ London Section Chair 2009/2010

September Meeting Summary

Lean in the Office

With Helen Olmstead

Lean is usually associated with manufacturing processes. Helen Olmstead of 3M presented an alternate look at Lean by showing us how it can be applied in the office.

Helen is the Coach/Trainer for Lean Six Sigma at 3M Canada. She has a BSc in Chemistry and certificates in HR Management and Adult Learning. Seven of the last 29 years at 3M has been spent on Lean Six Sigma, both as a Black Belt and as a trainer.

In 2001, 3M Canada started their Lean Six-Sigma program. A year later, they began a Design for Six-Sigma initiative. With a new president in 2003, their direction changed yet once again; this time to Lean Manufacturing. Two years ago, their effort turned to the Lean Office.

With all of these programs, the Lean in the Office initiative seemed like yet another “flavour of the month” fad. Most employees dismissed it, hoping it would go away if they just ignored it. Making them believers would require a unique approach, one that Helen needed to come up with.

Making the transition from Six Sigma to Lean had some benefits. Similar tools could be used, but process thinking had to be done looking at the bigger picture; one that included multiple departments rather than just a single process. Data and information collection was critical to make wise decisions.

With Six Sigma, employees relied on Black Belts to take on continuous improvement projects. Lean in the Office involved the employees directly. Many Lean projects don't give you a return within six months as is expected with Six Sigma. Management must be committed to have results perhaps three to four years away. There

are very few quick fixes that pay for themselves in just a few months.

In a typical manufacturing environment, the design, development, manufacturing, and supply chain department costs represent only 20% to 30% of the overall expenses. The remaining activities, such as marketing, sales, distribution, pricing/ordering, billing/collecting, and customer service can account for as much as 70%-80%. These can be called the Transactional Activities.

In a Lean system, the speed and effort required of the workers goes down, making for a more relaxed workplace. At the same time, the speed at which work flows through the process goes up.

	Urgent	Not Urgent
Important	20-25% (25-30%)	65-80% (15%)
Not Important	15% (50-60%)	<1% (2-3%)

In the Chart above, the percentages given in the first line are for a high performance company. The percentages in the brackets are what a typical company looks like.

Much of the work done on a daily basis is not important to satisfy the customer. The task of a Lean system is to move the work done under “Not Important” & “Urgent” to the “Important” but “Not Urgent” heading. This will free up more time to do what really matters to the customer.

Helen found that for her training sessions, many of the people there did not want to be at “yet another meeting”. Their attitude was “let's get this thing over with so I can go back to doing what I do every day”. She called these people

“Prisoners”, because they were told they had to be at the meeting. Other people went to the meeting just to get a break from their daily routine. Helen called these people “Vacationers”. Only some of the people really wanted to be there. Those were the “Volunteers”. The challenge was to convert the prisoners and vacationers into volunteers, so that they would want to come back to subsequent meetings and contribute.

Keeping the training session simple (KISS) was a big priority. No fancy quality terminology was used. The principles were explained in everyday language, and reference was made from an Office point of view. The focus was on the benefits, such as a less stressful workplace. Follow-up and help was available from coaches, who aided the employees in their Lean tasks.

A standard Value Stream Map can look intimidating to a person not familiar with the various symbols used. Instead of focusing on the correct syntax, emphasis was instead placed on understanding a process. For example, Post-It notes and paper was used to analyze a process, rather than using some fancy computer program. The following information would appear in some form on the map:

- Where does the process start and end?
- What are the steps in-between?
- Who is responsible for each step?
- Important Notes were added
- Touch and Wait times were defined

Some of the tools used for improvement analysis were the 5 WHYs, 5S, Mistake Proofing, and Standardized Work principles. Like Six-Sigma, Lean thinking also involves continuous improvement, and thrives most in a No-Blame

environment. It is important to know your customer, including your internal customers (the next person to get your work output). Knowing what format information should be in can eliminate efforts such as rewriting or converting from one application, such as Lotus Notes, to another, such as Excel.

Some of the challenges experienced by Helen during her implementation were:

- Everyone is busy, much of which is work that is either unimportant or not urgent
- There is no ownership of value streams; only for processes
- The business is organized as individual processes, not by value streams
- Management at all levels needs to buy into Lean training. They have to be willing to lead and to teach.
- Employees are now key players. It is not just up to the black belts to make continuous improvements.
- There is fear that if things were more efficient, people would be down-sized. They have to be convinced that other, more value-added work, was waiting for them.

Much as been accomplished at 3M Canada in the last two years, yet much work is still needed to make things work as smoothly as theory would let you believe. More resources are needed for value streams that cross business functions. There is continuous training to be considered for management techniques, improvement techniques, etc.

To keep up the effort month after month, it is important to celebrate the successes, and to encourage and recognize volunteers at all levels.



NEXT MEETING -

ASQ London Section 0403 presents....

Mistake Proofing - Shingo

Date: Thursday October 8, 2009

6:30 PM – 9:00 PM

**Location: Byron Canadian Legion – Springbank Branch #533
1276 Commissioners Rd. W. London, Ontario N6A 1E1**

Guest Speaker: Martin Hettwer PMP CMQOE CQE CQA

Martin Hettwer is the Production System Manager for Hanwha L&C Canada. He is also a project consultant, teacher, and a Senior Member with ASQ. He is the founder of PMO Canada, offering specialized training, quality engineering, and project management services to local manufacturers. For the past nine years he has taught at Fanshawe College in their Quality Assurance certificate program. Martin is a PMI certified Project Manager with a Masters in Project Management from York University, Toronto, and is also a NADCA certified Diecast Technician. With over 20 years of manufacturing and automotive assembly experience, he helps his clients and students understand how they can contribute by building quality into everything they do.

Dr. Shigeo Shingo, a.k.a. “Dr. Improvement” and the father of poka-yoke, is probably the most influential process improvement consultant in the past 60 years. His teachings help many organizations realize that zero defects is an entirely achievable goal. This month we will examine Dr. Shingo’s methods and review the concepts that underline a Zero Quality Control System. Join us in a discussion on how and why mistakes occur, and to learn why judgment inspection doesn’t prevent defects from reaching the customer.

6:30 pm Networking – beer is available for purchase in the Legion bar on first floor
7:00 pm ASQ Welcome address and opening remarks
7:10 pm Icebreaker Game
7:25 pm Presentation – Mistake Proofing: Martin Hettwer
8:50 pm Closing Remarks
9:00 pm Adjourn

RSVP: to Keith Harasyn, kharasyn@invacare.com

Please join us!

Guests are welcome! Section Meetings are open to everyone.
Meetings are free, except those where a meal is served.

Additional Parking

More parking is available at the Plaza next door



Directions

Byron Canadian Legion, Springbank Branch #533
1276 Commissioners Rd. W. London, Ontario N6A 1E1

Guests are Welcome!



Education News

by Irshad Syed Hussain

Refresher Course Announcements

Six Sigma Green Belt Refresher Course

• Six Sigma Green Belt Refresher Course will be offered in the month of October and November. The start date of the refresher course is October 12th (every Monday). Please note that the deadline to register for the certification exam is October 16th. Refresher course fee is \$250 for ASQ Members and \$300 for those who are not ASQ members. The Primer will be provided for the refresher course. Exam date is December 05, 2009.

• Certified Quality Technician, CQT – In Process. Finishing on October 13th

Certified Quality Auditor (COA) Refresher Course

• COA Refresher Course will be offered in the month of October and November. The start date of this refresher course is October 14th (every Wednesday).

• Certified Quality Manager/Operational Improvement, CQM/OE - January 2010

• Certified Quality Engineer, CQE – 2nd week of March 2010

For any of these courses, please refer to the ASQ web site www.asq.org for further details.

For more information, or to register for any of the upcoming refresher courses, please contact Irshad @519 679-2148 or irshad.hussain@gmail.com.

Welcome!!!

New ASQ London Members:

Jarred Curtis
Shannon N. Findlay
Brij Mohan Sharma
Bejoy Zachariah

October is Quality Month, and along with it, New Member Month.

We invite new members to come out and meet your Executive and network with your fellow members. For October only, get a free ASQ pin just for attending. Enjoy this month's topic of "Shingo", a successful Japanese method of error proofing just about everything you do.

LONDON QUALITY AWARD

2010 LQA Call for Nominations

I would like to take this opportunity to invite you to nominate a company (your own company, or a supplier or customer in Middlesex County) for the 2010 London Quality Award (LQA).

This is the tenth year that the LQA will be presented as part of the London Chamber of Commerce Business Achievement Awards (BAA) program. The 2009 BAA banquet attracted over 1,200 business people from the London area to recognize the achievement of the LQA recipient, Guest House on the Mount, along with the winners of the other BAA categories.

2009 LQA Winner – Guest House on the Mount

At our ASQ Awards dinner in June/09, Kristin Blight from Guest House on the Mount gave us a glimpse of the activities and processes that made them a winner, and highlighted the benefits that they received from going through the LQA process.

Guest House on the Mount is a small, 56 room “boutique” hotel located in Mount St. Joseph, former home of the Sister’s of St. Joseph’s. Catering primarily to friends and family of University Hospital patients, Guest House on the Mount will be using the publicity surrounding the winning of the 2009 LQA award to get out into the community and spread the word about their unique business and its unusual origins, replete with holy relics and wandering spirits.

Besides the boost that winning the LQA will provide to their marketing efforts, Guest House on the Mount found that going through the LQA process had numerous other benefits:

- Building the submission helped solidify their organization’s strengths by documenting the processes and results
- It recognizes the achievements of their employees
- Simply preparing the submission helped them improve communication & boosted morale
- They got written & oral feedback on their strengths & opportunities for improvement

So that’s Guest House on the Mount’s experience with the LQA process. Our previous participants have identified numerous benefits that they received in going for the LQA. Here is a sampling:

“The LQA process is extremely thorough, structured, and professional. It is extraordinary in its verbal and written feedback. For us, it has been an invaluable framework to move our quality system forward. We benefited from the positive media communication

Mark Amos, Plant Manager, Sterling Marking Products Inc

“Tremendous value for a couple of week’s work”

Glen White, Sparton Electronics

“A truly great way to recognize the efforts of all of our associates”

Ted Frayne, Wecast Industries

-

“The LQA is the most thorough and most rewarding award competition we have been involved in”

- Cameron Fink, Sterling Marking Products

The London Quality Award is our London Chapter’s most extensive investment ever made in terms of dollars and manpower to achieve our mission “To promote and apply quality principles in London and region”. This is your opportunity to nominate a company you care about for the 2010 LQA so that it can discover its own LQA benefits.

Don Whitred
Chair, London Quality Award
519-667-1720
dwhitred@pqa.net

To nominate any company in Middlesex County for the 2010 London Quality Award, please provide the following information to Don Whitred at 519-667-1720 or dwhitred@pqa.net

1. Company Name
2. Contact Name
3. Contact Phone Number

Last Year’s Sponsors were:



CARROLL
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Yes, you can.

Previous LQA Recipients

- 2001 Wecast Industries
- 2002 Sparton Electronics
- 2003 Sterling Marking Products
- 2004 3M Canada
- 2005 Martin Building Maintenance
- 2006 Vari-Form
- 2007 Metropolitan Maintenance
- 2008 Alumni Relations – UWO
- 2009 Guest House on the Mount



Labatt

Many thanks to our major sponsors for their continued support!

Japanese Quality

by Keith Harasyn, ASQ-London Historian



Japanese Quality. The term is synonymous with best-in-class production methods and modern processes that result in the highest quality levels and the fewest defects. This perception is held not just by quality professionals but by society in general. But in the 1940s, Japanese industry

struggled with quality issues; products were perceived as shoddy imitations of inferior quality. Some Japanese Industrial leaders realized this perception and set out a plan to invite American leaders in the field of quality to Japan in order to initiate change. W. Edwards Deming, Joseph M. Juran, and Armand V. Feigenbaum were invited to teach their quality methods to Japanese Industrial leaders. Deming's claim that Japanese quality could be turned around in five years had many skeptics in Japan. However, the leaders took Deming's advice and by 1950 quality had become the main theme of Japanese management. This idea that quality did not stop at the management level but instead involved everyone in the company manifested itself into tangible results; quality circles in the 1960s, and total quality, a term first coined by Feigenbaum at the first international conference on quality control in Tokyo in 1969.

Almost all North American quality initiatives, such as Total Quality Management (TQM), 6 Sigma, and Lean Manufacturing owe their existence to the methods first implemented in Japan in the 1950s. We still employ many of the Japanese terms to describe lean processes. For example, poka-yoke is a term used to describe error proofing. A Japanese Industrial Engineer



working for Toyota, Shigeo Shingo, helped to create the Toyota Production System (TPS) and invented the term poka-yoke to describe error proofing. There are many other terms with Japanese origins that we use in everyday quality assurance and

lean initiatives: jidoka (autonomation), andon (trouble lights), kanban (inventory tags), shojinka (flexible workforce) and 5S terms, Seri (Sorting), Seiton (straighten or set in order), Seisō (sweeping or shining or cleanliness), Seiketsu (standardizing), and Shitsuke (sustaining the discipline). The quality initiatives that last and bring the most value to a company also take time to implement properly. By using a total quality approach, Japanese Industry slowly and continuously built upon their holistic approach to quality to reach the quality level that they enjoy today. It is a fitting testament to the importance of quality in everyday Japanese life that the most prestigious civilian award, broadcasted every year in Japan on national television, is the Deming Prize for Individuals.

The American Society for Quality – London section 403 hosts a quality topic each month at our section meeting. This month's topic is Shingo – error proofing, named after that now famous Toyota Industrial Engineer, Shigeo Shingo. Join us on the 8th of October at the Byron Legion Hall where a student and teacher of the Toyota Production System, Martin Hettwer, will present an interactive seminar on the topic of Shingo. Come out and get added value from your ASQ membership while at the same time keeping your knowledge base up-to-date. Hope to see you there.

Senior Membership in ASQ

ASQ recognizes those individual members who have shown dedication for quality. ASQ rewards those individual members with upgrade level in membership as Senior or Fellow. In this article we will discuss how to become senior members and what are its benefits.

How to become Senior Member

You may apply for Senior membership status if you meet the following criteria:

- Been an ASQ Full member in good standing for one year
- Have 10 years of professional experience
- Qualified in one of the following ways described below:
 - a. Conducting quality-related engineering, inspection or audit, or statistical work, or applying the methods and principles of quality on the job for at least two years.
 - b. Teaching quality or related arts or sciences at an accredited institution for at least two years.
 - c. Being a Senior member or comparable type in a recognized professional organization.
 - d. Currently holding an ASQ certification that requires recertification.

In addition to the benefits you currently receive, as a Senior member you will also receive:

- A Senior member certificate and card.
- Recognition of your achievement through an announcement in ASQ Weekly, ASQ's member e-newsletter.
- Special Senior member name badge at ASQ events you attend.
- Your choice of one extra benefit journal, or two Forums or Divisions, or one additional Section, or choose to waive additional benefits as part of your Senior member benefit package.

Please refer to <http://www.asq.org/pdf/membership-applications/senior-member-application.pdf> for more information and an application form.

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MEMBER-AT-LARGE – Open

MARK YOUR CALENDAR

Monthly Meeting Agenda 2009 - 2010

Meeting	Topic	Venue
Sep 10, 2009	Lean in the Office	Byron Cdn. Legion
Oct 08, 2009	Shingo – Error Proofing	Byron Cdn. Legion
Nov 12, 2009	Food Safety	Byron Cdn. Legion
Dec 10, 2009	Bruce Nuclear Plant Safety	Byron Cdn. Legion
Jan 14, 2010	Life/Work Balancing & Stress Mgmt.	Byron Cdn. Legion
Feb. 11, 2010	Engaging People in Change	Byron Cdn. Legion
Mar. 11, 2010	Single Minute Exchange of Dies	Byron Cdn. Legion
Apr. 8, 2010	Tour to be announced	T.B.A.
May 13, 2010	Quality in Wine Making	Byron Cdn. Legion
June 10, 2010	Award and Banquet - Keynote address by the new LQA winner	Byron Cdn. Legion

Looking Ahead to November

There is not a week that goes by where it seems we don't hear horror stories about contaminated foods. Everything from tainted baby formula in China to Listeria outbreaks right here in Canada, it is a challenge to produce clean, healthy foods and drinks. Next month we will have a look at what it takes to pass with a clean bill of health for what you eat. Don't miss it.

ADVERTISING RATES

Category	Business to Business		Employer Job Ads		Others
	Members	Non	Members	Non	Inserts
Business Card	Free	\$15.00	Free	\$15.00	\$40.00
¼ Page	\$50.00	\$75.00	\$25.00	\$40.00	\$75.00
½ Page	\$65.00	\$95.00	\$40.00	\$65.00	\$95.00
Full Page	\$130.00	\$190.00	\$65.00	\$95.00	\$155.00
Brochure	\$155.00	\$190.00	\$130.00	\$190.00	\$190.00

We're on the Web!

www.asqlondon.on.ca